

Message Text

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E.O. 11652: N/A

SUBJECT: CERP 0008 - UNDP: EVALUATION OF UN ASSISTANCE PROGRAMS

REF: STATE 072386

1. THE OVERWHELMING CONCERN OF THE UNDP/BOTSWANA RES REP IS THE TIGHT FINANCIAL CONSTRAINTS HE IS WORKING UNDER. BECAUSE OF THESE CONSTRAINTS THERE IS RELATIVELY LITTLE ACTION ON OTHER MATTERS.

2. FOLLOWING RESPONSES KEYED TO LETTERING SYSTEM USED IN PARA 4 REFTEL.

(A) ROLE OF UNDP IN UN DEVELOPMENT SYSTEM.

IN GENERAL, COORDINATION BETWEEN THE VARIOUS UN SPECIALIZED AGENCIES, IBRD, AND UNDP APPEARS SATISFACTORY. BOTSWANA IS SERVED BY REGIONAL REPRESENTATIVES OF WHO, FAO, AND UNFPA. THE EFFECTIVENESS OF REGIONAL REPRESENTATIVES OF THESE AGENCIES IN BOTSWANA IS UNCLASSIFIED

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REDUCED BECAUSE OF THE LACK OF TIME THEY SPEND HERE.

TO REMEDY THE DIFFICULTIES CAUSED BY INEFFECTIVE REPRESENTATION OF THE SPECIALIZED AGENCIES, UNDP/BOTSWANA IS HOPING TO RECRUIT ASSOCIATE EXPERTS FOR THE LOCAL UNDP STAFF TO HANDLE THE PROGRAMS OF THE SPECIALIZED AGENCIES. IT IS UNCERTAIN THAT THESE PROGRAMS ARE OF ADEQUATE SIZE TO JUSTIFY THE PROPOSED INCREASE IN MANPOWER. WHO IS CONSIDERING RECRUITING A BOTSWANA CITIZEN TO SERVE CONCURRENTLY AS WHO COUNTRY REP (TO BE PAID ACCORDINGLY) AND IN A POSITION IN THE GOB MINISTRY OF HEALTH (MOH) . THIS SUGGESTION HAS SEVERAL DRAWBACKS. FIRST, THERE ARE FEW BOTSWANA CITIZENS WITH THE EXPERIENCE AND TRAINING WHICH WHO IS LIKELY TO REQUIRE. THOSE THAT DO POSSESS THE REQUIRED COMPETENCE ARE NEEDED FAR MORE BADLY IN REGULAR MOH PROGRAMS. SECONDLY, SUCH A SPLIT EMPLOYMENT SYSTEM WOULD SEEM TO ALMOST INEVITABLY LEAD TO CONFLICTS OF ORGANIZATIONAL LOYALTY WHICH ARE LIKELY TO BE EXACERBATED BY THE CONSIDERABLE DISCREPANCY IN SALARIES. A FINAL DECISION HAS NOT BEEN REACHED AS TO WHETHER THIS POSITION WILL BE FULLY FUNDED OR TOPPED-UP.

(B) COORDINATION OF ALL EXTERNAL TECHNICAL ASSISTANCE.

THE GOB IS EXTREMELY WARY OF ANY COORDINATION PROCEDURES THAT DO NOT COME UNDER ITS AEGIS. FOR EXAMPLE, THEY HAVE REJECTED SUGGESTIONS FOR HAVING COMBINED BRIEFINGS FOR THE DONORS IN FAVOR OF REPEATING THE PROCESS INDIVIDUALLY. SUGGESTIONS FOR FORMAL COORDINATION OF DONOR INPUTS WOULD APPEAR TO HAVE LITTLE OR NO CHANCE OF ACCEPTANCE.

INFORMALLY, THE MAJOR DONORS - SIDA, NORAD, ODM, UNDP AND USAID MEET EVERY 4-8 WEEKS AND EXCHANGE NOTES ON THEIR RESPECTIVE PROGRAMS. THIS IS ADEQUATE FOR THE PRESENT.

(C) FINANCIAL RESTRAINTS:

UNDP/BOTSWANA HAS AN IPF OF DOLS 5.8 MILLION FOR 1972-76 AND WAS ALSO SCHEDULED TO RECEIVE AN ADDITIONAL DOLS .92 MILLION AS A RESULT OF BEING ON THE UN TWENTY-FIVE LEAST DEVELOPED LIST. THIS IPF REPRESENTS AN OVER-PROGRAMMING OF DOLS 1.2 MILLION. IT ALSO ASSUMES A DOLS 10 MILLION IPF FOR 1977-81.

IN 1976 UNDP/BOTSWANA HAD PLANNED TO SPEND DOLS 1.8 MILLION BUT THIS WAS REDUCED TO DOLS 1.45 MILLION. NORAD AND SIDA ADDED DOLS UNCLASSIFIED

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E MILLION SO THE INITIAL IMPACT OF THE UNDP FINANCIAL AUSTERITY WAS LIMITED. CONTRACTS WERE ALLOWED TO EXPIRE BUT NO ONE WAS TERMINATED PRIOR TO THE COMPLETION OF HIS CONTRACT.

THE IMPACT OF THE CONSTRAINTS WILL BE SUBSTANTIALLY GREATER DURING THE 1977-81 PERIOD. THE CURRENTLY APPROVED IPF FOR THIS PERIOD IS DOLS 7.5 MILLION AS COMPARED TO THE DOLS 10 MILLION UNDP HAD

ORIGINALLY ASSUMED. THE DOLS 10 MILLION ASSUMPTION IS IMPORTANT BECAUSE UNDP/BOTSWANA OVERSPENT BY DOLS 1.2 MILLION IN THE PRIOR PERIOD CONFIDENT THAT THEY COULD MAKE IT UP. NOW THIS BILL IS COMING DUE RESULTING IN ONLY DOLS 6.3 MILLION BEING AVAILABLE FOR PROGRAMMING DURING THE PERIOD.

THIS WILL RESULT IN A CONTRACTION OF THE ACTUAL PROGRAM PRIMARILY BECAUSE THE UNDP COSTS FOR EXPERTS HAS INCREASED TO DOLS 45,000 PER MAN YEAR. SUPPLYING OF EXPERTS TO THE GOB HAS BEEN THE MAIN FEATURE OF THE UNDP PROGRAM.

SPECIFIC PROGRAMMING PLANS BY THE UNDP APPEAR TO BE IN ABEYANCE. A PROGRAMMING EXERCISE HAD INITIALLY BEEN SCHEDULED FOR COMPLETION BY THE END OF APRIL. BECAUSE OF THE FINANCIAL CRISIS THE RES REP HAD PROPOSED TO THE GOB THAT IT BE POSTPONED FOR SIX MONTHS. IT WAS HIS HOPE THAT THIS DELAY WOULD PERMIT A CLEARER PICTURE OF THE SITUATION TO APPEAR. THE GOB HAS BEEN RELUCTANT TO AGREE TO SUCH A POSTPONEMENT. THE MATTER HAS YET TO BE RESOLVED.

(D) COUNTRY PROGRAMMING:

THERE APPEARS TO BE LITTLE IF ANY CHANGE IN UNDP/BOTSWANA PROGRAMMING SCHEDULED FOR THE 1977-81 PROGRAM. THE PROGRAM WILL CONTINUE TO EMPHASIZE EXPERTS AND TRAINING FELLOWSHIPS WITH NO SPECIAL CONCENTRATION ON SPECIFIC SECTORS.

(E) PROJECT EVALUATION AND IMPLEMENTATION:

UNDP/BOTSWANA CURRENTLY ENGAGES IN TRIPARTITE REVIEW OF ALL PROJECTS EVERY SIX MONTHS. THIS IS A CHANGE FROM PREVIOUS YEARS WHEN ONLY MAJOR PROJECTS WERE SO REVIEWED.

BOTH THE GOB AND UNDP APPEAR PLEASED WITH THE PROCEDURE. AS A RESULT OF TRIPARTITE REVIEW, THE GOB HAS ALLOTTED MORE COUNTERPARTS

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TO CERTAIN PROJECTS. NO PROJECTS HAVE BEEN ELIMINATED BECAUSE OF THE REVIEW.

AT THE MOMENT THE RES REP CLEARLY FEELS THAT FINANCIAL CONSTRAINTS LIMIT THE AMOUNT AND EFFECTIVENESS OF POSSIBLE CORRECTIVE ACTION.

(F) APPRAISAL OF PROPOSED PROJECTS:

BOTSWANA IS STAFFED BY ONE DH AID OFFICER (AOO). TO ENGAGE IN EXTENSIVE REVIEW OF PROPOSED UNDP/BOTSWANA PROJECTS WOULD REQUIRE A SIGNIFICANT PORTION OF HIS TIME AND, ON BALANCE, WOULD NOT ASSIST DEVELOPMENT IN BOTSWANA OR MAKE FOR A SUCCESSFUL AID PROGRAM. THEREFORE IT IS NOT DONE. THE AOO IS IN REGULAR CONTACT WITH THE UNDP RES REP AND THEY FREELY EXCHANGE INFORMATION ON PROJECTS. THIS IS ADEQUATE FOR PRESENT PURPOSES.

(G) WOMEN IN DEVELOPMENT:

UNDP/BOTSWANA HAS NO PARTICULAR PROGRAM FOR WOMEN.
THE INITIAL STEP IN THAT DIRECTION, A PROJECT TO TRAIN BATSWANA
WOEMN IN SECRETARIAL SKILLS WAS A CASUALTY OF THE FINANCIAL CRISIS.
A NUMBER OF PROJECTS HAVE FAVORABLE IMPACT ON WOMEN AND UNDP
DOES CONSIDER THE ROLE OF WOMEN IN ITS PROGRAMMING DECISIONS.
FOUR WOMEN ARE EMPLOYED AS EXPERTS AND SIX WOMEN AS VOLUNTEERS
BY THE UNDP. WITH ONE EXCEPTION, THEY DO NOT APPEAR TO HAVE ANY
SPECIAL INFLUENCE.
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